MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2017/2018

BLD3104- LEADERSHIP

(B01)

6 MARCH 2018
2.30 P.M. - 4.30 P.M.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **SIX (6)** pages with 2 sections (excluding this cover page).
2. Section A: Thirty (30) multiple choice questions. Answer **ALL** questions. (40 marks)
3. Section B: Three (3) structured questions. Answer **ALL** questions. (60 marks)
4. Answer **Section A** in the multiple-choice answer sheet provided and **Section B** in the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS (40 MARKS)

There are THIRTY (30) questions in this section. Answer ALL questions.

1. It is important for leaders to exercise mindfulness so that they _____.
   A. can reassess the way they have been doing their job
   B. can make their followers obey their instructions
   C. will not be easily defeated by competitors
   D. will be more sensitive to followers' needs

2. Capacity is _____.
   A. the potential each of us has to do more and be more
   B. attending to production schedules
   C. keeping morale high
   D. a set of skills

3. A key component of leadership is_____.
   A. regarding assumptions as truth
   B. being emotionally and physically connected to others
   C. understanding how emotions and moods affect working relationships
   D. being emotionally connected to others and understanding how emotions affect working relationships

4. Fattah, the marketing manager of a firm, executes his tasks with commitment. He takes his responsibilities seriously. Which of the following characteristics of leaders does Fattah possess?
   A. Empathy
   B. Adaptability
   C. Conscientiousness
   D. Relationship management

5. Which of the following is a characteristic of effective leaders?
   A. They see the questioning of their ideas as a threat
   B. They understand the limitations of past experience
   C. They encourage beginners to blindly accept paradoxes
   D. They advise new employees to openly agree with long-held assumptions

6. Which of the following is **NOT** a way in which the importance of courage is emphasized by leaders in large organizations?
   A. By doing whatever that brings promotions and pay raises
   B. By asking for what they want and think is right
   C. By pushing beyond the comfort zone
   D. By not conforming

Continued....

7. Servant leadership can best be described as the belief that _____.
   A. leaders are deeply accountable to others
   B. employee participation should be increased through teams
   C. self-interest should be replaced by attending to the needs of others
   D. power, purpose, and privilege reside with those at the top of the organization

8. The conventional level of personal moral development is characterized by _____.
   A. following rules
   B. following internalized principles of justice
   C. follows authority with blind obedience
   D. fulfilling duties and obligations of the social system

9. Which of the following statements is true of courage?
   A. It means the absence of fear.
   B. It helps one to initiate change.
   C. It prevents people from doing what they want.
   D. It allows greed and self-interest to overcome concern for the common good.

10. Leaders can create organizational systems that support ethical behavior by _____.
   A. showing tolerance for ethics violations
   B. establishing general ethics policies
   C. establishing vague ethics policies
   D. creating open-door policies

11. An alienated follower _____.
   A. is active in the organization
   B. does not try to avoid risk or conflict
   C. does not utilize critical thinking skills
   D. is a passive, yet independent, critical thinker

12. Effective followers _____.
   A. do not presume that a leader will provide them with security or permission to act
   B. assume responsibility for their own behavior and its impact on the organization
   C. exercise their potential and initiate opportunities
   D. do all of the above

13. Dependent, uncritical thinkers _____.
   A. are aware of the actions of others
   B. accept the leader's ideas without thinking
   C. are aware of the significance of their actions
   D. weigh the impact of decisions on the company vision

14. Why is followership important in the discussion of leadership?
   A. Leaders must know how to delegate work to followers based on their abilities
   B. An effective leader is a reflection of effective followers
   C. Leaders must know how to select competent followers
   D. All of the above

Continued....

15. Sometimes organizational or personal changes create a situation in which a follower must withdraw from a particular leader-follower relationship. This requires the follower to have the _____.
    A. courage to leave
    B. ability to face the challenge
    C. will to participate in transformation
    D. willingness to assume responsibility

16. Which of the following is **NOT** a factor that leads to increased acceptance of workforce diversity?
    A. Politico-economic union
    B. Demographic changes
    C. Natural catastrophe
    D. Intermarriage

17. Which of the following statements is true of diversity?
    A. It reinforces the glass ceiling.
    B. It helps develop employee potential.
    C. It provides lesser organizational flexibility.
    D. It hampers the relationship of the organization with customers.

18. High power distance means that _____.
    A. people accept inequality in power in institutions, organizations, and individuals
    B. a value for loosely knit social framework in which individuals take care of themselves
    C. members of a society feel uncomfortable with uncertainty and ambiguity
    D. values of relationships, cooperation, and group decision making

19. Interactive leaders tend to be _____.
    A. competitive
    B. individualistic
    C. consensus builders
    D. reluctant to share power

20. When a leader and company act out prejudicial attitudes toward people who are the targets of their prejudice, _____ has occurred.
    A. uncertainty avoidance
    B. discrimination
    C. ethnocentrism
    D. inclusion

21. Which of the following is the reason why organizations need coalitional leadership?
    A. The organization needs to rally people with differing interests to achieve a vision.
    B. Organizational success is critically contingent on continuous change.
    C. The organization wants to boost employee motivation.
    D. Maintaining stability is the main organizational goal.

Continued....

22. Most people feel a sense of obligation to give something back in return for a favor. This principle for asserting leader influence is to _____.
    A. develop allies
    B. ask for what you want
    C. rely on the rule of reciprocity
    D. extend formal authority with expertise and credibility

23. Wal-Mart stops selling point-of-sales research to market researchers, who need purchase information. Wal-Mart uses its position to demand more money. This is the principle of _____.
    A. scarcity
    B. importance
    C. vertical power
    D. legitimate power

24. Nobel Prize winners and university professors are always asked for advice by government agencies. This is an example of individuals who possess _____power.
    A. expert
    B. reward
    C. referent
    D. coercive

25. Which of the following is a reason for a leader to be politically skilful?
    A. To resolve differences among conflicting groups.
    B. To be elected as the president of the country.
    C. To acquire desirable resources.
    D. All of the above.

26. Organizations that want to encourage change and innovation _____.
    A. strive to hire people who display creative characteristics
    B. communicate a sense of urgency to employees
    C. introduce workplace spirituality programs
    D. avoid the use of lateral thinking

27. Why is changing leadership a primary solution to adapt to changes in the business environment?
    A. Leaders serve as the role model to change.
    B. Leaders are answerable to the board of directors.
    C. Leaders are the only ones who have access to all information.
    D. Leaders are responsible to approve the necessary resources to change.

Continued....

28. In the Eight-Stage Model of Planned Organizational Change, what does it mean by `empowering employees to act on the vision'?
    A. Change agents model the new behaviors.
    B. Leaders remove obstacles to change such as systems, structures, or procedures.
    C. Leaders plan for visible performance improvements, enable them to happen, and celebrate those involved.
    D. Leaders use courage and perseverance to give people the energy and power to take on more difficult issues.

29. Employees resist change because _____.
    A. it violates creative intuition
    B. they have full information about future events
    C. they believe that change will add something of value to their job
    D. it violates the reciprocal relationship between employees and the organization

30. Personal approaches to stretch your mind when solving problems could include behaviors such as _____.
    A. reading a different newspaper
    B. changing your reading habits
    C. changing your sleeping hours
    D. doing all of the actions above

SECTION B: STRUCTURED QUESTIONS (60 Marks)

There are THREE (3) structured questions. Answer ALL questions. Each question carries 20 marks.

QUESTION ONE

Please read the case below and answer the following question.

KUALA LUMPUR: A former chief executive officer has won his lawsuit against his former employer in a whistleblower case. Dr Syed Omar Syed Agil, 56, had sought protection as a whistleblower for allegedly exposing the financial improprieties of his colleagues at Institut Profesional Baitulmal Sdn Bhd (IPB). He succeeded in his bid to get the High Court to order his former employer to cancel a notice of internal investigation dated October 6, 2015 against him for alleged misconduct.

Yesterday, High Court judge Justice John Louis O'Hara ruled that IPB failed to prove that the detrimental action taken against the plaintiff was not in reprisal for his (Dr Syed Omar) disclosure to the anti-graft body and the police.Dr Syed Omar, however, has withdrawn his bid to get a court order to direct IPB to restore him to his position as its CEO and permit him to return to his duties. Justice O'Hara ordered the company, named as the sole defendant, to pay RM18,750 in costs to the plaintiff.

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Dr Syed Omar was appointed CEO of the IPB on September 1, 2014 but he was suspended on October 7, 2015. His contract ended in August 2016. His lawyer Aston Paiva said yesterday that this was the first such case to seek relief under the Act through a court process. In an immediate response, Dr Syed Omar described this as a victory for a whistleblower. "Now I think nobody should be afraid to come out and expose any wrongdoing or malpractice or financial irregularity."

In his originating summons filed in December 2015, Dr Syed Omar sought an injunction to restrain the company, which runs the private college and which is 70% owned by the Federal Territories Islamic Religious Council, from continuing an internal probe against him and suspending him for being a whistleblower. In his court papers, Dr Syed Omar, who is a now an education-based foundation CEO, said he had acted as a whistleblower in his 2015 disclosure to the Malaysian Anti-Corruption Commission and police of alleged improper conduct, and hence, should be given protection under the Act.

Source: https://www.thestar.com.my/news/nation/2017/01/21/whistleblower-ceo-wins-suit-court-orders-former-employer-to-drop-internal-probe-against-plaintiff/#9LZZGH3TwlkeyAOp.99

Question

Most whistleblowers like Dr Syed Omar realize they may suffer financially and emotionally. But they act courageously to do what they think is right. Based on the case above, what are the **four** things that leaders can do to overcome fear and act courageously? Use examples from the case above or from your own experience to describe your answer.

[20 marks]

QUESTION TWO

a) Define power. What is the difference between hard power and soft power? [3 marks]

b) Discuss the various types of hard power and soft power that can be exercised by leaders. [10 marks]

c) Describe **three** possible follower responses to the use of power. [7 marks]

QUESTION THREE

Discuss in detail, the **four** components of emotional intelligence. [20 marks]

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